

IFC Sustainability Resources Brochure 2013

**A ONE-STOP REFERENCE FOR KEY IFC SUSTAINABILITY PUBLICATIONS, TOOLS,
LEARNING PROGRAMS, AND MORE**

Introduction

IFC is committed to ensuring that the benefits of economic development are shared by those who are poor and vulnerable, and that development takes place in an environmentally, socially and financially sustainable manner. In the private sector context, sustainability is increasingly seen as an opportunity to transform markets, drive innovation, improve business performance, and increase prosperity.

On this premise, IFC's 2012 Sustainability Framework, which includes IFC's Policy on Environmental and Social Sustainability, Performance Standards and IFC's Access to Information Policy, provides the foundation for IFC and its partners to help protect people and the environment, promote transparency and accountability, and mitigate environmental, social and governance risks as part of conducting business sustainably.

Complementary to IFC's Sustainability Framework is a range of resources and knowledge products that include publications, tools and learning programs produced by IFC. These resources equip IFC staff working on environment, social and governance issues with knowledge and guidance to help IFC and our clients do business sustainably. These resources also share IFC's experience and thought-leadership in sustainable development with clients, stakeholders, and partners, and provide avenues for mutual learning, exchange of experiences, and joint discourse on pressing sustainability issues.

This brochure highlights sustainability resources produced or co-produced by IFC's Environment, Social and Governance Department (CES), the Sustainable Business Advisory (SBA) and the Climate Business Department (CBG). Several topics are highlighted, among them Climate Change, Clean Energy and Resource Efficiency, Corporate Governance, and Gender, as well as engaging with Communities and Stakeholders, and Small and Medium Enterprises. While not exhaustive, this brochure offers a navigation point for users on some of IFC's key sustainability resources.



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Contents

Topics by theme

IFC Sustainability Framework.....	6
Climate Change.....	8
Clean Energy and Resource Efficiency.....	11
Communities and Stakeholders.....	13
Gender/ Women in Business	15
Labor Issues and Working Conditions	18
Small and Medium Enterprises	20
Corporate Governance	22

Topics by sector

Agribusiness, Manufacturing and Services.....	25
Oil, Gas and Mining	27
Infrastructure	29
Financial Markets	31

Acronyms

CES: Environment, Social and Governance Department

SBA: The Sustainable Business Advisory

CBG: Climate Business Department

IFC Sustainability Framework



IFC Sustainability Framework

PUBLICATIONS

IFC Sustainability Framework - Effective January 1, 2012

IFC's Sustainability Framework articulates the Corporation's strategic commitment to sustainable development, and is an integral part of IFC's approach to risk management. The Sustainability Framework comprises IFC's Policy and Performance Standards on Environmental and Social Sustainability, and IFC's Access to Information Policy.

www.ifc.org/HB-SustFramework2012

Department: CES (2012)

IFC Performance Standards Guidance Notes

The Guidance Notes are companion documents to the Performance Standards, providing guidance to clients (and IFC staff) in meeting the Performance Standards.

www.ifc.org/performancestandards

Department: CES (2012)

Performance Standards Interpretation Note on Financial Intermediaries

This Interpretation Note clarifies how IFC's Policy on Environmental and Social Sustainability applies to Financial Intermediaries (FIs), explains how IFC's Sustainability Policy and Performance Standards apply to the activities and operations of FIs, and provides guidance to FI clients on reporting to IFC.

www.ifc.org/IN-FI

Department: CES (2012)

Performance Standards Interpretation Note on Small and Medium Enterprises

This Interpretation Note presents IFC's range of investment products aimed at supporting the development of small and medium enterprises (SMEs) and clarifies the different approaches used for managing the environment and social risks of SME operations.

www.ifc.org/IN-SME

Department: CES (2012)

IFC's Sustainability Framework: From Policy Update to Implementation

This publication summarizes key implementation aspects of IFC's updated Sustainability Framework (2012), and highlights environmental and social issues of current and emerging importance for business.

www.ifc.org/LOE-SustFramework
(Free iBook version available)

Department: CES (2012)



World Bank Group Environmental, Health and Safety (EHS) Guidelines

The EHS Guidelines are technical reference documents with general and industry-specific examples of Good International Industry Practice. IFC uses the EHS Guidelines as a technical source of information during project appraisal activities. A consultative effort is in place between 2013–2015 to revise and update the current version of the EHS guidelines.

www.ifc.org/ehsguidelines

Department: CES (2007)

Good Practice Note: Cumulative Impact Assessment and Management - Guidance for the Private Sector in Emerging Markets

The major environmental and social management challenges that we face today are often the result of cumulative impacts from a large number of activities that are for the most part individually insignificant, but which together have had regional or even global repercussions. Jointly prepared by IFC and ESSA Technologies, this publication is based on IFC's experience in applying the Performance Standards.

It provides practical guidance to companies investing in emerging markets to improve their understanding, assessment, and management of cumulative environmental and social impacts associated with their developments.

Department: CES (Forthcoming 2013)

LEARNING, TRAINING PROGRAMS

Managing Environmental and Social Performance e-Learning Course

This online course trains users on how they can help clients manage their environmental and social risks, thereby having a positive impact on their bottom line, reputation and development impact. Free, registration required.

<http://vle.worldbank.org/moodle/course/view.php?id=184>

Department: CES (2012)

Climate Change



PUBLICATIONS

Telling Our Story: Climate Change - Private Sector Solutions

Climate change is one of the biggest issues in development today. While public policy is of key importance, the private sector must also play a leading role. IFC can help business not just meet the challenge but build opportunity by widening and deepening access to technologies and helping support good governance, policy reform, and innovation.

<http://viewer.zmags.com/publication/1723c8ec>

Department: CBG/Corporate Relations (2012)

Addressing Climate Change

This is the story of how IFC recognized and responded to the challenge of climate change and was itself transformed in the experience. IFC's response to climate change has been driven by several factors: external forces and direction, leadership from the top, and staff creativity and commitment.

www.ifc.org/Report-AddressingClimateChange

Department: CBG (2012)

Climate Finance: Engaging the Private Sector

This report was prepared at the request of G20 Finance Ministers and provides an overview of climate-related activities, clarifies the terminology, and discusses the sources of finance and public support.

www.ifc.org/Report-ClimateFinance

Department: CBG (2011)

Private Investment in Green Growth and Climate-Related Activities

IFC provided analysis and support to developing the proposal for a Dialogue Platform for Inclusive Green Investment (DPIGI) that was announced by the G20 in Los Cabos, Mexico at the G20 Summit in 2012.

www.ifc.org/Report-GreenGrowth

Department: CBG (2012)

Climate Change Scenarios: Implications for Strategic Asset Allocation

Climate change will have a broad-ranging impact on economies and financial markets over the coming decades. This report (commissioned by IFC and partners, and developed by Mercer) analyzes the extent of that impact on institutional investment portfolios and identifies a series of pragmatic steps for institutional investors to consider.

www.ifc.org/Report-ClimateChangeScenarios

Department: SBA (2011)

Climate Risk Series

Five volumes in this series highlight how risks from climate change impact various business sectors using case studies, including agribusiness, manufacturing, hydropower, and ports. Two global volumes highlight practical methods for assessing climate risks in the private sector and in financial institutions.

www.ifc.org/climaterisks

Department: CBG (2010-2011)

Blending Donor Finance for Impact

This brochure describes the work of IFC's Blended Finance Unit. The unit blends funds from donor partners alongside IFC's own in order to catalyze investments that would not otherwise happen because of market barriers. These funds can be used to undertake high-risk, high-reward projects that have strong potential to improve lives and reduce poverty. IFC's Blended Finance Unit can invest donor partner funds in the areas of climate change, agribusiness, and financing for small and medium enterprises.

www.ifc.org/Brochures-BlendedFinance

Department: CBG (2012)

Climate Change

TOOLS, TOOLKITS

IFC Green House Gas (GHG) Accounting Tools

IFC's GHG Accounting portal includes resources for both staff and clients on methodologies for calculating GHG emissions from IFC's climate-related projects. This includes climate definitions and guidance notes, and several tools tailored to specific sectors. Among the tools available are the IFC Carbon Emissions Estimator Tool (CEET) for estimating project GHG emissions, and the IFC Forest Industry Carbon Assessment Tool (FICAT) for calculating carbon footprints of the effects of forest-based manufacturing activities.

www.ifc.org/ghgaccounting

Department: CBG (2012, updated annually)

IFC CAFI

CAFI (Climate Assessment for FI Investments) empowers financial intermediaries to report on the eligibility of their climate-related transactions. Through expediting the compliance process, CAFI helps local banks to respond quickly to market drivers such as high energy costs while testing the financial viability of their projects. As banks increase their SME portfolios, they create a strong market for climate business, enabling local companies to boost productivity, lower operational costs, reduce GHGs, and create innovative jobs.

www.ifc.org/cafi

Department: CFGCC/CAISM/CBG (2013)

IFC EDGE

EDGE (Excellence in Design for Greater Efficiency) is a software tool for green buildings that enables the user to determine the most ideal technical solutions to reduce environmental impacts while capturing upfront costs and projected operational savings. EDGE ensures that a building achieves 20 percent efficiencies in energy, water, and material consumption, defining a much-needed universal green standard. While the drivers behind EDGE are financial, the results are environmental – EDGE helps mitigate climate change by encouraging sustainable development.

www.ifc.org/edge

Department: CBG (2012)

Clean Energy and Resource Efficiency



Clean Energy and Resource Efficiency

PUBLICATIONS

Telling Our Story: Renewable Energy

This publication shows how IFC helps increase access to energy while reducing emissions; supporting greater use of wind, solar, geothermal, hydro, biomass, and biogas power. <http://viewer.zmags.com/publication/cda4be6f#/cda4be6f/1>
Department: SBA/Corporate Relations (2010)

Lighting Asia: Solar Off-Grid Lighting, Market Analysis of India, Bangladesh, Nepal, Pakistan, Indonesia, Cambodia and Philippines

This report provides an overview of the off-grid lighting market in seven nations across southern Asia – Bangladesh, Cambodia, India, Indonesia, Nepal, Pakistan, and the Philippines. www.ifc.org/Report-LightingAsia
Department: SBA (2012)

Utility Scale Solar Power Plants: A Guide for Developers and Investors

This guidebook features best practices for development, construction, operation and financing of utility-scale solar power plants in India and can be used as a manual for developers and investors. www.ifc.org/HB-SolarPowerPlants
Department: SBA (2012)

From Gap to Opportunity: Business Models for Scaling Up Energy Access

This report breaks new ground by estimating that there is a \$37 billion market opportunity for improved energy services at the base of the pyramid of customers. www.ifc.org/Report-EnergyAccess
Department: SBA (2012)

Municipal Solid Waste Management: Opportunities for Russia

A municipal solid waste (MSW) management system is one of the key components of a country's overall environmental and resource efficiency framework. Inefficient MSW treatment in Russia today is causing negative environmental impact, and results in suboptimal use of raw materials and energy. This publication explores ways to better optimize MSW through an improved management policy and the use of modern technology. www.ifc.org/Report-SolidWasteRussia
Department: SBA (2012)

Resource Efficiency in the Ferrous Foundry Industry in Russia, Benchmarking Study

The first ever cross-sector benchmarking study undertaken in Russia, this report compares the Russian and European foundry sectors, showcasing efficiency potential and providing practical guidelines to individual foundries as well as to the broader sector. www.ifc.org/FerrousFoundryRussia
Department: SBA (2010)

The Water Footprint Assessment Manual - Setting the Global Standard

The manual presents a scientifically rigorous method for companies to understand their dependency and impact on global water resources. It also offers guidance on response strategies that conserve water for industry, communities, and nature. www.ifc.org/HB-WaterFootprint
Department: SBA (2011)

Safe Water for All - Harnessing the Private Sector to Reach the Underserved

This report includes recommendations for IFC and its partners on how to better support the nearly 900 million people around the world who lack adequate access to improved water sources. www.ifc.org/Report-SafeWater
Department: SBA (2009)

Geothermal Exploration Best Practices: A Guide to Resource Data Collection, Analysis, and Presentation for Geothermal Projects

The guide outlines procedures and exploration techniques for geothermal projects and provides guidelines for presenting a geothermal project to funding entities and insurance companies. A focus is placed on high temperature geothermal resources for electricity generation. www.ifc.org/HB-GeothermalExploration
Department: SBA (2013)

TOOLS, TOOLKITS

IFC Food Processing Benchmark Tool

This benchmark tool is a collection of environmental performance benchmarks for food industry compiled from various selected publications. The tool enables the user to search for collected benchmarks on food processing within industry sub sectors such as: meat, fish, fruit and vegetables, milk, bakeries and pasta, drinks and beverages, and sugar (beet). www.ifc.org/FBT
Department: SBA (2010)

Communities and Stakeholders



Communities and Stakeholders

PUBLICATIONS

Stakeholder Engagement: A Good Practice Handbook for Companies Doing Business in Emerging Markets

This handbook provides a comprehensive overview of good practice in stakeholder engagement, with a dedicated focus on stakeholder groups that are “external” to the core operation of the business, such as affected communities, local government authorities, non-governmental and other civil society organizations, local institutions and other interested or affected parties. (Also available in Chinese, French, Portuguese, Russian, and Spanish.)

www.ifc.org/HB-StakeholderEngagement

Department: CES (2007)

Addressing Grievances from Project-Affected Communities

This Good Practice Note provides guidance on basic principles and general process steps that organizations from any sector and of any size should take into account when dealing with concerns and complaints from affected communities.

www.ifc.org/GPN-Grievance

Department: CES (2009)

TOOLS, TOOLKITS

Strategic Community Investment: A Good Practice Handbook for Companies Doing Business in Emerging Markets

The aim of this handbook is to help IFC client companies and the wider private sector operating in emerging markets to think strategically about how they can support community investment programs that are successful, sustainable, and consistent with their business objectives. (Also available in Portuguese and Spanish.)

www.ifc.org/HB-CommunityInvestment

Department: SBA (2010)

Local Procurement Guide and Company Self-Assessment Tool

This Local Procurement Guide is designed to provide tools and resources for companies to effectively integrate Small and Medium Enterprises (SMEs) as suppliers through capacity building and assessment tools, by creating a policy and strategy for local procurement. Local supplier development programs are designed with IFC investees to enhance economic benefits to communities around their investments.

www.ifc.org/HB-LocalProcurement

Department: SBA

Commdev.com

The website is a well established repository for information on community issues related to the extractive industry, agribusiness, forestry and infrastructure sectors. CommDev houses a selective group of public documents, tools, case studies, training opportunities, presentations and resources produced by IFC, partners and other organizations to guide companies in delivering shared value and enhancing benefits to local communities. It seeks to draw from the experience of IFC clients, partner institutions and industry alliances to present a selected set of knowledge and tools exemplifying best practices and guidelines for practitioners in these industries in private sector as it engages with communities around the world.

<http://commdev.org/>

Department: SBA

Financial Valuation Tool

The FV Tool quantifies the return on site-specific sustainability investments (NPV) and financial value of risks mitigated. The output of the tool enables company managers to make a business case for investing in local development and justify budgets for sustainability investments.

www.fvtool.com

Department: SBA

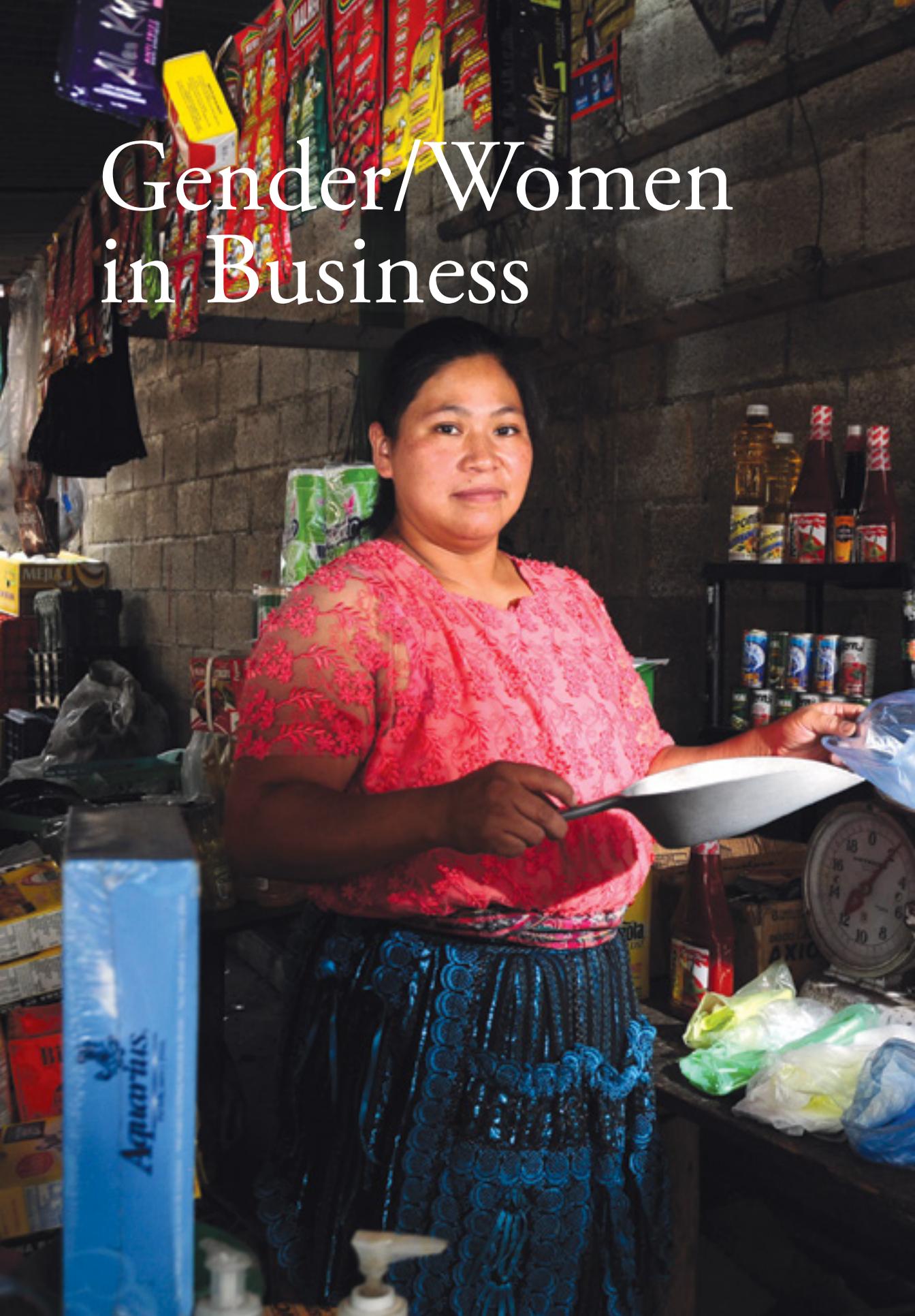
Projects and People: A Handbook for Addressing Project-Induced In-Migration

The handbook focuses on business case for addressing project-induced in-migration, its potential environmental and social impacts, the risks that migration poses to projects and strategies and approaches to managing it.

www.ifc.org/HB-Inmigration

Department: CES/SBA (2009)

Gender/Women in Business



PUBLICATIONS

Telling Our Story: Women and Business-Drivers of Development

This publication focuses on how IFC is working with strategic partners to identify innovative approaches to promote women in business and helping create opportunities to transform local and global markets.

<http://viewer.zmags.com/publication/cd22ec6a>

Department: SBA/Corporate Relations (2011)

Strengthening Access to Finance for Women-Owned SMEs in Developing Countries

Launched at the G20 Summit in November 2011, this report highlights key trends, challenges, and opportunities for advancing women's entrepreneurship and increasing their access to finance.

www.ifc.org/Report-WomenA2F

Department: SBA (2011)

IFC Jobs Study: Findings on Gender

Why are women's workforce participation rates so low and opportunities so few? And what can be done to increase economic opportunities for women in the labor market? This chapter in the IFC Jobs Study (2013) examines regulatory and company barriers to women's full and productive participation in the workforce and cultural restrictions that determine if and where a woman can work. Two main strategies are identified to address the problem of low overall economic participation of women and a concentration of women in less productive sectors.

www.ifc.org/jobsstudygender

Department: Development Impact/SBA (2013)

Women on Boards:

A Conversation with Male Directors

To better understand the opportunities for and obstacles to increasing the number of women on boards, IFC invited over 15 prominent male chairpersons, CEOs, and directors of listed and unlisted companies across a range of industries and countries to share their opinions on how women add value to the corporate decision-making process. They offer practical ideas on how to encourage recruitment of women to boards through networking, training, and improving transparency of the director nomination process.

www.ifc.org/CGFocus9

Department: SBA/Corporate Governance Group (2011)

Fostering Women's Economic Empowerment Through Special Economic Zones

This global report examines the opportunity for special economic zones to promote women's economic empowerment and boost zone and enterprise competitiveness in developing countries. The research covers Bangladesh, China, Costa Rica, Egypt, El Salvador, Jordan, Kenya, and the Philippines.

www.ifc.org/Report-WomenEconEmpowerment

Department: SBA (2012)

Ready for Growth: Solutions to Increase Access to Finance for Women-Owned Businesses in the Middle East and North Africa

Produced by Vital Voices Global Partnership in cooperation with IFC and the MENA Businesswomen's Network, this report surveyed 431 women business owners across 8 economies in the Middle East and North Africa to understand their needs, the critical obstacles they face in accessing finance, and identify real solutions to increase the economic contributions of women-owned SMEs.

www.ifc.org/Report-WomenBusinessMENA

Department: SBA/MENA (2013)

Gender Dimensions of Investment Climate Reform

This publication provides fresh solutions to common issues that women entrepreneurs face and presents actionable tools for promoting gender-sensitive reforms. It enables policy makers and development practitioners to diagnose gender issues in the business environment, design solutions and recommendations for addressing gender constraints, and monitor and evaluate the implementation of those recommendations.

www.ifc.org/GenderIC

Department: SBA (2010)

The Gender and Investment Climate Reform Assessments series

Empowering women with economic opportunity provides them with the means to take care of their families and communities, and escape the poverty cycle. The Gender and Investment Climate Reform Assessments Series for Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga and Vanuatu addresses some of the barriers preventing women from realizing their economic potential by providing practical and attainable solutions to improving business women's opportunities.

www.ifc.org/Report-GenderICReform

Department: SBA (2010)

Expanding Women's Role in Africa's Modern Off-Grid Lighting Market

This report analyzes women's role as both consumers and entrepreneurs and identifies women-specific opportunities in the expanding market for modern off-grid lighting. The report compiles the findings of extensive Lighting Africa consumer studies focused on Ethiopia, Ghana, Kenya, Tanzania, and Zambia. Lighting Africa, a joint IFC/World Bank program, partnered with IFC's Women in Business (WIN) program to author the report.

www.ifc.org/Report-WomenOffGridLighting

Department: SBA (2010)

Labor Issues and Working Conditions



Labor Issues and Working Conditions

PUBLICATIONS

Measure & Improve Your Labor Standards Performance: Performance Standard 2 Handbook for Labor and Working Conditions

This handbook, developed by IFC in collaboration with Social Accountability International for the implementation of IFC's Performance Standard 2, aims to provide an understanding of the management systems and internal staff capabilities required for improving the labor standards performance in a company and its supply chain.

www.ifc.org/HB-LaborStandards

Department: CES (2010)

Workers' Accommodation: Processes and Standards

This guidance note, developed jointly by IFC and the EBRD, looks at the provision of housing or accommodation for workers by employers and the issues that arise from the planning, construction and management of such facilities.

www.ifc.org/GPN-WorkersAccommodation

Department: CES (2009)

Good Practice Note: Non-Discrimination and Equal Opportunity

This Note seeks to help IFC clients and the wider private sector increase their understanding of non-discrimination and equal opportunity in a number of key areas, including: recognition of the various types of discrimination, and how and where it can occur in the workplace; obligations under national law and other international provisions; practical approaches and options for addressing workplace discrimination; and the benefits derived from diversifying the workforce.

www.ifc.org/GPN-NonDiscrimination

Department: CES (2006)

TOOLS, TOOLKITS

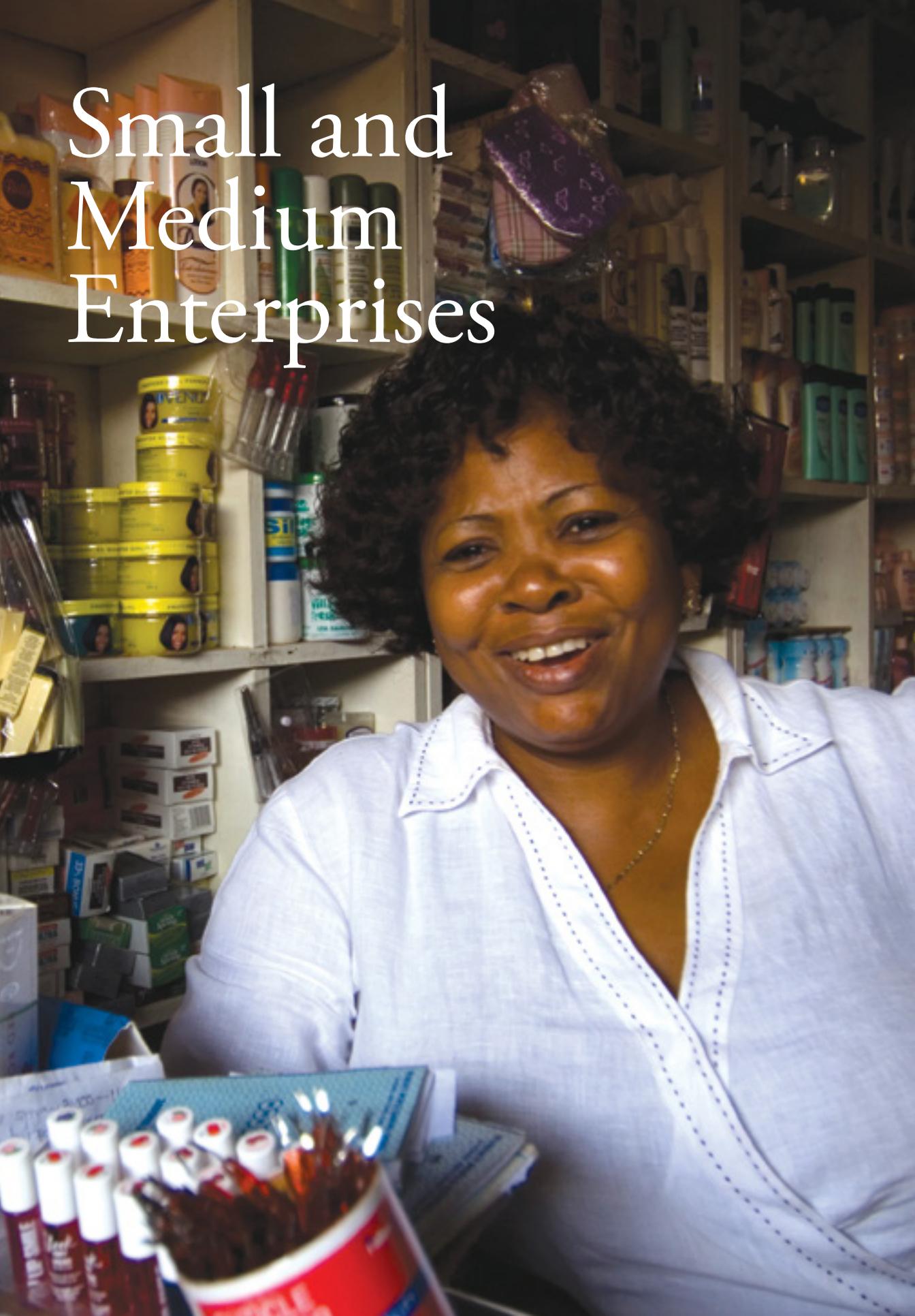
Guide to Human Rights Impact Assessment and Management

This tool is the result of collaboration between the International Business Leaders Forum and IFC in association with the United Nations Global Compact. It is designed to enable companies to identify, understand, and evaluate actual or potential human rights impacts of a project at each stage of development and operations. This approach links human rights assessment to existing management processes.

www.ifc.org/hriam

Department: CES (2011) (Spanish version forthcoming 2013)

Small and Medium Enterprises



Small and Medium Enterprises

PUBLICATIONS

Why Banks in Emerging Markets are Increasingly Providing Non-Financial Services to Small and Medium Enterprises

This study, published by IFC in partnership with the Austrian Government, is the first to explore reasons behind this trend, finding that banks' key motivations include attracting and retaining customers and strengthening portfolio quality. The report consists of an overview followed by case studies of three banks, namely namely Türk Ekonomi Bankası (TEB), Standard Chartered Bank (SCB), and ICICI Bank.

www.ifc.org/Report-SMENonFinancialServices

Department: SBA/A2F (2012)

Business Linkages: Lessons, Opportunities and Challenges

This report explores the practice of business linkages between large firms and small and medium enterprises in developing countries. It provides 21 case studies from leading companies and highlights lessons from their experiences.

<http://commdev.org/business-linkages-lessons-opportunities-and-challenges>

Department: SBA (2007)

TOOLS, TOOLKITS

SME Toolkit

Developed in partnership with IBM, the SME Toolkit leverages the latest information and communication technologies to help SMEs in emerging markets learn and implement sustainable business management practices, increase their productivity, efficiency and capacity, and improve their access to finance and new markets.

www.smetoolkit.org

Department: SBA

TRAINING, LEARNING PROGRAMS

Business Edge

Business Edge™ is aimed at strengthening the management skills of SMEs and middle managers of larger firms, providing them access to practical training solutions adapted to the local business context. The program offers 52 modules in key thematic areas: personnel productivity skills, human resources, finance and accounting, quality, and operation and tourism. The trainings are offered for a fee.

<http://www.businessedge-me.com/be/en>

Department: SBA

Corporate Governance



Corporate Governance

PUBLICATIONS

Track Record: Lessons from IFC's Corporate Governance Experience

This SmartLessons publication shares knowledge our staff has developed during more than a decade of designing and implementing corporate governance projects. Track Record: Lessons from IFC's Corporate Governance Experience is a compendium of our collective knowledge and experience acquired through the years and around the world.

www.ifc.org/SL-CGTrackRecord

Source: Corporate Governance Group/ CPA (2011)

Navigating Through Crises: A Handbook for Boards

This handbook presents crisis response from the perspective of boards and non-executive directors, with a focus on companies in emerging markets. It seeks to serve as a tool to help emerging market companies and their boards improve their crisis preparedness, recover from the recent financial turmoil, and emerge as more sustainable and competitive businesses.

www.ifc.org/HB-CGNavigatingCrises

Source: Corporate Governance Group (2010)

The IFC Family Business Governance Handbook

The Handbook is a concise and practical description of essential family business governance components and suggested approaches to resolving common family business governance dilemmas. Also available in Albanian, French, Macedonian, Portuguese, and Spanish.

www.ifc.org/HB-CGFamilyBusiness

Source: Corporate Governance Group (2008)

Redefining Value: The Future of Corporate Sustainability Ratings

Corporate sustainability ratings are a potentially powerful but still underused tool for building a competitive, socially purposeful, and financially sound enterprise. Allen White discusses the purpose, methodologies, strengths and limitations, and future architecture of sustainability ratings.

www.ifc.org/PSO29

Source: Corporate Governance Group (2012)

Corporate Social Responsibility - Private Self-Regulation is Not Enough

While corporate social responsibility (CSR) has become an established part of the global landscape, there is no universal concept of CSR. How can we figure out what CSR actually is? What drives emerging countries to support a concept that they previously feared would pose a protectionist threat to them? Michel Doucin argues for genuine international rules to shape a universal CSR framework.

www.ifc.org/PSO24

Source: Corporate Governance Group (2011)

TOOLS, TOOLKITS

Toolkit 4: Resolving Corporate Governance Disputes

This toolkit provides practical guidance on how consensus-based alternatives to adjudication can help prevent, resolve, and reduce the negative impact of corporate governance disputes and consequently contribute to improving corporate governance practices, strengthening investor confidence, and supporting business continuity.

www.ifc.org/CGToolkit4

Source: Corporate Governance Group (2011)

Toolkit 3: Governing Banks - Training Material for Bank Board Directors

Governing Banks is a comprehensive module on risk governance and risk management that focuses on the domain-specific expertise required of bank board directors. It draws extensively on the risk management experience of Eastern European banks and financial institutions, particularly risk governance lessons that grew out of policy responses to the global financial crisis.

www.ifc.org/CGToolkit3

Source: Corporate Governance Group (2011)

Corporate Governance

Development Finance Institutions' Toolkit on Corporate Governance

The purpose of the toolkit is to serve as a common basis for (i) assessing the corporate governance of investee companies, and (ii) progressing faster in the implementation of the Corporate Governance Development Framework. In addition, signatory DFIs are encouraged to adapt the toolkit to their own requirements and the needs of their investee companies.

www.ifc.org/CGDFIToolkit

Source: Corporate Governance Group (2010)

Media Training Program on Corporate Governance Reporting

The Media Training Program was launched in 2007 to build up journalists' capacity to report on corporate governance matters. This program has three objectives: to raise public awareness of corporate governance through the media; to improve journalists' investigative skills on corporate governance issues; and to encourage them to promote corporate governance best practices in emerging markets. Media toolkits are available online.

www.ifc.org/Training-CGMedia

Source: Corporate Governance Group (2007)

LEARNING, TRAINING PROGRAMS

Corporate Governance Board Leadership Training

Most codes of best practice in corporate governance require directors to undergo periodic training to improve their knowledge and skills, so they can become better leaders and change agents of their companies. The Board Leadership Training program builds capacity of trainers (training of trainers) who, in turn, train board directors in emerging-market and developing countries.

www.ifc.org/Training-CGBoardLeadership

Source: Corporate Governance Group (2007)

Corporate Governance Training for IFC-Nominee Directors

This training program is developed for IFC Nominee Directors who are called to serve on boards of IFC equity investment clients with the objective of adding value to the clients' operations and creating shareholder value consistent with IFC's development mandate. They serve in their individual capacity, consistent with the fiduciary responsibilities of board members, and not as representatives of IFC.

www.ifc.org/Training-CGNomineeDirectors

Source: Corporate Governance Group (2007)

For more information on IFC's work on Corporate Governance:

www.ifc.org/corporategovernance

Agribusiness, Manufacturing and Services



PUBLICATIONS

SmartLessons – A harvest of practical insights: Lessons learned in agriculture, agribusiness, sustainable rural development and climate change

This SmartBook brings together 16 practical lessons shared by more than 30 IFC and World Bank staff. It presents successful approaches to agriculture, which span a wide range of countries, regions, and agricultural commodities.

<http://smartlessons.ifc.org/smartlessons/page.html?page=1730&pid=1425>

Department: CPA/ MAS/ SBA/ World Bank (2012)

Climate Risk and Business: Agribusiness – Tropical Plantation and Refinery

This study assesses climate-related risks for Ghana Oil Palm Development Company (GOPDC).

www.ifc.org/Report-ClimateRiskAgribusiness

Department: CBG (2011)

Working with Smallholders: A Handbook for Firms Building Sustainable Supply Chains

Working with Smallholders is a handbook for firms building sustainable supply chains. It identifies tools firms may use when addressing key issues such as aggregating farmers, increasing input use, implementing standards, leveraging training, incorporating gender and learning from monitoring and evaluation.

www.farms2firms.org

Department: SBA (2013)

Climate Risk and Business: Manufacturing (Pulp and Paper)

This study assesses climate-related risks for Bulleh Shah Paper Mills in Kasur, Pakistan.

www.ifc.org/Report-ClimateRiskManufacturing

Department: CBG (2011)

Good Practice Handbook: Assessing and Managing Environmental and Social Risks in an Agro-Commodity Supply Chain

This Good Practice Handbook is intended for those agro-commodity companies that want to better manage environmental and social risks in supply chains. It provides guidance to companies that are seeking to identify and manage these risks as part of their own responsible business practices, and in response to (or anticipation of) demands from their customers and financiers.

Department: CES/SBA (Forthcoming 2013)

Child Labor in Agro-Commodity Production

This upcoming resource is jointly developed with Tulane University Payson Center for International Development. The aim of this publication is to provide readers with a source document on child labor in the agribusiness sector.

Department: CES/SBA (Forthcoming 2013)

TOOLS, TOOLKITS

Global Map of Environmental and Social Risk in Agro-commodity Production (GMAP)

GMAP is a database, aligned to the 2012 IFC Performance Standards, which collects information on environment and social risks for 150 country-commodity combinations and assigns a color-coded risk. This risk score provides a basis for more systematic environmental and social due diligence and decision-making on financing.

www.ifc.org/gmap

Department: CES/ SBA (2013)

Food Safety Toolkit

The IFC Food Safety Toolkit is a tool to help food business organizations in developing countries to manage food safety and comply with food hygiene regulations. It presents self-help options for an FBO to choose how they are going to establish, develop, implement and maintain a Food Safety Management System based on HACCP. The toolkit consists of seven modules.

www.ifc.org/FoodSafetyToolkit

Department: SBA ECA Region (2012)

IFC Food Processing Benchmark Tool

This benchmark tool is a collection of environmental performance benchmarks for food industry compiled from various selected publications. The tool enables the user to search for collected benchmarks on food processing within industry sub sectors such as meat, fish, fruit and vegetables, milk, bakeries and pasta, drinks and beverages, and sugar (beet).

www.ifc.org/FBT

Department: SBA (2010)

For more information on IFC's work in Agribusiness: www.ifc.org/agribusiness

For more information on IFC's work in Manufacturing and Services: www.ifc.org/GMS

Resources for social issues in agriculture: <http://commdev.org/agribusiness>

Oil, Gas and Mining



PUBLICATIONS

Lessons of Experience – PERU LNG: A Focus on Continuous Improvement

This publication illustrates how PERU LNG developed its environmental and social risk management system by applying cutting edge technologies and learning from emerging risks and challenges in health and safety, labor, biodiversity conservation, and participatory monitoring.

www.ifc.org/LOE-PLNG

Department: CES (2013)

Lessons of Experience: The Baku-Tbilisi-Ceyhan Pipeline Project

This publication focuses on six key areas where lessons learned were thought to be most valuable and applicable to other IFC-financed projects: environmental and social assessment and management; regional review; stakeholder engagement and disclosure; land acquisition and compensation; monitoring and reporting and community investment.

www.ifc.org/LOE-BTCPipeline

Department: CES (2006)

A Strategic Approach to Early Stakeholder Engagement

This Good Practice Handbook for Junior Companies in the Extractive Industries is intended to help build an achievable, cohesive and graduated Strategic Stakeholder Engagement (SSE) program along each phase of Mining Life Cycle (MLC).

<http://commdev.org/strategic-approach-early-stakeholder-engagement>

Department: SBA (2013)

Business Linkages Practice Note: Creating the Foundations for a Linkage Program in a Rural Setting

This Practice Note focuses on the early stages of the Ahafo Linkages Program (ALP) and aims to capture important early lessons from implementing business linkages program between a mining company and SMEs.

<http://commdev.org/business-linkages-practice-note-creating-foundations-linkage-program-rural-setting>

Department: SBA (2009)

Lessons of Experience: External monitoring of the Chad-Cameroon Pipeline Projects

This publication highlights the practical challenges and value of the external monitoring mechanism, the publication draws illustrative examples from the experiences of IFC during the Chad-Cameroon pipeline project in 2001.

www.ifc.org/LOE-ChadCamPipeline

Department: CES (2006)

Women in Mining: A Guide to Integrating Women into the Workforce

Women in Mining provides a conceptual framework and a step-by-step approach to integrating women into mining and other extractive and heavy industries. It also shows how companies can increase the benefits that women and their families receive from these industries.

www.ifc.org/Report-WomeninMining

Department: SBA (2010)

Working Together: How Large-Scale Mining Can Engage with Artisanal and Small-Scale Miners

This pilot publication brings together a number of approaches and tools for companies to engage with artisanal and small-scale mining companies.

http://commdev.org/Working_Together.pdf

Department: SBA (2008)

For more information on IFC's work in Oil, Gas and Mining: www.ifc.org/ogmc

Resources for social issues in the extractive industry: <http://commdev.org/extractives>

Infrastructure



PUBLICATIONS

Telling Our Story: Infrastructure-How the Private Sector Helps

This issue focuses on IFC's support for Infrastructure, with a special focus on Africa.

<http://viewer.zmags.com/publication/d4bc9e6b>

Department: Corporate Relations (2012)

Climate Risk and Business: Hydropower

Major components of this study on climate impacts on hydropower in Zambia include development of downscaled temperature and precipitation projections for the basin, modeling of hydrologic flows in the Kafue river, modeling of corresponding reservoir and energy outputs, analyses of financial implications, and considerations of natural hazards and other uses of water in the study area.

www.ifc.org/Report-ClimateRiskHydropower

Department: CBG (2011)

Climate Risk and Business: Ports

To understand the significance of business risks due to changes in climate, this study assesses risks and opportunities for ports in general, and specifically for IFC's client, Terminal Maritimo Muelles el Bosque (MEB), in Cartagena, Colombia.

www.ifc.org/Report-ClimateRiskPorts

Department: CBG (2011)

Expanding Women's Role in Africa's Modern Off-Grid Lighting Market

The publication analyzes women's role as both consumers and entrepreneurs and identifies women-specific opportunities in the expanding market for modern off-grid lighting.

www.ifc.org/Report-WomenOffGridLighting

Department: SBA (2010)

For more information on IFC's work in Infrastructure: www.ifc.org/infrastructure

Resources for social issues in infrastructure: <http://commdev.org/infrastructure>

Financial Markets

GHANA STOCK EXCHANGE

2277th Trading Session 15/06/2006

GSE INDEX 4847.18 Change 0

Symbol	OPEN	LOW	HIGH	CURRENT	CHG
CPC	600	600	600	600	0
EIC	7950	6856	7950	7950	0
FML	15809	15800	15910	15910	0
GCB	6740	6150	6312	6312	0
66BL	9900	7781	9850	9850	0
GMEB	550	550	550	550	0
HFC	6000	5400	5400	5400	0
MLC	2500	2500	2500	2500	0



PUBLICATIONS

Banking on Sustainability

IFC's Banking on Sustainability report shows evidence of the potential benefits of adopting sustainability as a business strategy. Banks can tap vast benefits by reassessing their business practices and engaging in sustainability-oriented risk management and product development.

www.ifc.org/Report-BankingSustainability

Department: SBA (2007)

Performance Standards Interpretation Note on Financial Intermediaries

This Interpretation Note clarifies how IFC's Policy on Environmental and Social Sustainability applies to Financial Intermediaries (FIs), explains how IFC's Sustainability Policy and Performance Standards apply to the activities and operations of FIs, and provides guidance to FI clients on reporting to IFC.

www.ifc.org/IN-FI

Department: CES (2012)

Money Moves

IFC invited 15 extraordinary business leaders in environmental and social sustainability to identify challenges in the green growth path. They share what they do to address them as well as what they think governments and regulators should do. Their proposals are intriguing, realistic, tested, pragmatic and feasible. And they all lead to the same conclusion: the time for leadership is now.

www.ifc.org/Report-MoneyMoves

Department: SBA (2012)

For more information on IFC's work with Financial Markets: www.ifc.org/GFM

TOOLS, TOOLKITS

FIRST for Sustainability

FIRST (Financial Institutions: Resources, Solutions and Tools) for Sustainability is a one-stop shop for financial institutions to learn about the benefits of environmental and social risk management and to identify environmental business opportunities.

<http://firstforsustainability.org>

Department: CES

ES-Toolkit

The ES-Toolkit is IFC's environment and social assessment engine, designed to assist managers of private equity funds in assessing and managing the environment and social risks and opportunities associated with their investments.

<https://www.estoolkit.com/>

Department: SBA

LEARNING, TRAINING PROGRAMS

Sustainability Training and E-Learning Program (STEP) for Financial Institutions

This e-training is designed to help managers and staff of financial institutions better understand sustainable finance, social and environmental risk management and explore sustainability-related business opportunities. Free, registration required. Available in English, French, and Russian.

<http://worldbank.mrooms.net/course/view.php?id=318>

Department: CES

Performance Standards Community of Learning

On a regular basis, IFC convenes Community of Learning knowledge-sharing events for financial institutions. Participation in IFC's Community of Learning allows attendees to draw on IFC expertise in applying Performance Standards as well as benefit from knowledge sharing within a wide network of practitioners. By invitation only.

www.ifc.org/communityoflearning

Department: CES (typically once a year)

Additional resources

For further information on IFC sustainability resources:

IFC Environment, Social and Governance Department (CES)

Website: www.ifc.org/sustainability

IFC Sustainable Business Advisory Department (SBA)

Website: www.ifc.org/sustainablebusiness

IFC Climate Business Department (CBG)

Website: www.ifc.org/climatebusiness

IFC Online Catalogue of Sustainability Publications

Website: www.ifc.org/sustainabilitypublications



Learn what IFC is doing to manage our own environmental footprint

At IFC, we strive to reduce the environmental impact of our day-to-day activities while working to benefit communities wherever we have offices. That is our Footprint Commitment.

www.ifc.org/footprint

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<http://www.linkedin.com/pub/ifc-sustainability/1b/729/1ba>

Contact:

asksustainability@ifc.org



International Finance Corporation
2121 Pennsylvania Ave. NW
Washington, DC 20433
Tel. 1-202-473-1000
www.ifc.org/sustainability
asksustainability@ifc.org

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FSC
Placeholder